

The COMPASS

AMERICAN ASSOCIATION OF SOCIAL WORKERS



February-March, 1941

A Code of Professional Conduct

Experiment With the Oral Examination

Ethical Problems in Selecting Members

Financial Reports and Estimates

Volume XXII

Number 5-6

THE Code of Professional Conduct printed in this issue of THE COMPASS marks a noteworthy advance in definition of the obligations to which social workers are committed by the nature of their tasks. Adequate performance of a social service requires the exercise of individual dispositions. Insistence that this responsibility be properly recognized by the public inevitably involves all members of the professional group in an obligation to set up such guides for the regulation of professional relationships and behavior as may best insure the proper use of the dispositions with which they ask to be entrusted.

This statement from the San Francisco Chapter is squarely founded on a sense of a profession's social responsibilities. It is free of some of our older confusions between general standards of personal manners and behavior and the specialized standards relevant to distinctively professional relationships. It has avoided also the temptation to include in its standards of professional conduct principles of technical practice the satisfactory application of which cannot be dictated by any code but must be based on the mastery of specialized knowledge and skill.

The proposed administration of the code offers a new and needed provision for professional consultation on problems of relationships which social workers have previously confronted in an individual isolation. The professional character of the code should help to establish more awareness among social workers that the ethical problems of a profession are not merely individual but social and therefore merit impersonal group study.



THE Association would be interested to know about any AASW members who are called into training under the Selective Service Act, and would be glad to have the national office informed regarding the duties to which these persons are assigned in the training camps.



REQUEST FROM COMMITTEE ON THE COMPASS

Margaret Rich, chairman of a Committee on THE COMPASS, wishes to receive from all interested members suggestions they may have for improving this publication and increasing its usefulness to them. The committee which is considering THE COMPASS was appointed by the National Board at its October meeting and consists of three Board members, Miss

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of members of the Association included in annual dues.

Rich, Louis Evans and Eleanor Hearon. The committee's assignment is to study the purpose which THE COMPASS is to serve and advise the Board with respect to a policy defining the kind of publication THE COMPASS should be.

Code of Professional Conduct for Social Workers

In December 1939 the San Francisco Chapter appointed a special committee to examine the feasibility of drawing up a code of professional conduct and charged it with responsibility for determining whether the profession was yet ready to define a set of standards and if so for formulating these standards for presentation to members. The committee was divided into two subcommittees, one on the Content of Code and the other on Administration of Code, and its membership included Mrs. Esther Hutson, Chairman, Robert Beasley, Rose Chew, Marjorie Edwards, Anita Eldridge, Alma Holzschuh, Mrs. Mary F. Kitts, Mrs. Helen G. MacFarland, Maurine McKeann, Louis Miniclier, Lorretta Melton, Phoebe Mathews, Mrs. Beryl Reinhardt, Mrs. Esther Schwartz, Lyle Trewick, and Irma Weill.

Behind the committee's plan for pursuing its assignment lay the belief that any code, however well devised, would have merit only to the extent it was used and that through a soundly experimental administration its validity might be tested, its relation to changing professional concepts and conditions maintained, and its constructive purposes as a guide properly emphasized.

Materials from other professional and business organizations were reviewed by each subcommittee in the course of its work and the proposed code went through three drafts before its presentation to the Chapter. After two sessions of open discussion, the Chapter adopted the code at its November meeting for a trial period of one year.

To Esther Hutson, chairman of the committee, we are indebted for the following statement outlining the thinking of the committee in approaching its task, and the aims and purposes of the code itself. "Unquestionably, social workers have long been keenly aware of the ethical implications of many of the problems which face them, but it has become increasingly apparent there is not unanimity of opinion in the professional group regarding the new and serious questions arising out of present day social problems. The acuteness of this situation prompted the San Francisco Chapter AASW to undertake the task of compiling a statement of those points upon which it was felt agreement might be reached, the practical application of which might be tested over a period of time, with changes and additions as experience might indicate."

"It is hoped that this code, which highlights certain responsibilities of the individual social worker and implies certain fundamental goals, will contribute toward a higher standard of performance, will aid in interpreting the profession to the public, will have educational value for younger workers both within and without the professional organization, and will be a means of further professionalizing the social work group."

"An attempt has been made to include only those major points that have an ethical implication and that are capable of practical application, and to avoid purely inspirational statement. The code does not include ready-made decisions, but rather those situations requiring deliberation prior to decision. Provision has been made whereby counsel may be had, and for codification of discussions, decisions and judgments growing out of actual experience, which should in time define the position of the profession on many matters."

Code of Professional Conduct

In recognition of the fact that there are certain values to be derived from a written body of rules and principles governing professional conduct, this code¹ has been formulated, and should be applicable to all professional social workers equally, regardless of their particular fields, both as a guide and as a practical goal. The major value of the written code is considered to be its usefulness as a gauge against which may be ranged the questions requiring deliberation precedent to the act.

A professional code is a conscious and rational expression of the social attitudes of a professional group toward the conduct of its members in the discharge of its particular obligations.

The Profession and Society

1. In common with all professions, social work embraces the practical application of a body of knowledge in the interest of the common welfare rather than pursuit for its own ends. The primary end is such service to people as will develop in individuals both capacity and the opportunity to lead satisfying and useful lives.

2. As a profession, social work expresses dynamically its convictions and takes its stand

¹ With acknowledgments to codes previously developed by other chapters and groups—especially the Draft of the University of Washington School of Social Work, that being the most recent and timely reference available to the committee.

only on those issues and questions which it has considered fully and objectively, following which it has arrived at a consensus.

3. In making public statements, the members of the profession make a clear distinction between statements made officially as delegated spokesmen for the professional association or other organizations, officially as agency employees, and unofficially as individual citizens.

The Social Worker and the Profession

1. The social worker is committed to a high standard of competence. He supports the standards of the profession and contributes to the fullest extent of his resources to the maintenance and improvement of these standards.

2. If he is eligible and can assume the financial obligation, he supports the primary professional organization of which he is a member.

The Social Worker as an Individual

1. In choosing a profession, an individual assumes an obligation to conduct himself in accord with its standards and ideals. The real test of the individual's professionalism lies in his genuine allegiance to the common ideal of service as well as in his competence to meet the technical qualifications required for the performance of this service. His service is rendered without prejudice or bias.

2. In professional and private life the social worker so conducts himself that he will not justify adverse criticism on his profession.

3. The social worker assumes realistically the final responsibility for his actions within the bounds of his discretion and authority.

The Social Worker and the Client

1. The social worker establishes his relationship with the client on a frank and honest basis. He is careful not to secure information under false, or apparently false, pretenses, or to make commitments that presumably will not be fulfilled. He avoids placing himself under personal obligation to the client.

2. The social worker acts as the trustee of the clients' confidences. He discusses the clients' personal problems only with those in a position to promote the client's welfare except when there are circumstances definitely hazardous to the larger public interest.

3. Eligibility for service or assistance shall be determined on the basis of the clients' meeting requirements as prescribed. Concessions shall not be made under pressure brought to bear on the agency or social worker in behalf of clients who are clearly ineligible.

4. The social worker shall not attempt to render services outside or beyond the scope of his competency. If, for any reason, his personal reactions may militate against his professional competence in serving a specific case, he shall ask to be relieved of responsibility if such arrangement is possible.

The Social Worker and Co-workers

1. The relationships of the social worker and his co-workers are based upon mutual confidence and respect. The social worker refrains from gossip² regarding persons, professional activities and relationships.

2. He respects the accomplishments of his predecessors and other workers, and in qualifying for advancement stands on the record of his own capacity and his own achievements.

3. The social worker refrains from public criticism of his colleagues. He exposes unprofessional conduct through the properly prescribed channels for dealing with such matters.

The Social Worker and His Employing Agency

1. The social worker is obligated to comply with the policies, rules and regulations of the agency he serves and represents. As an agency employee, he is under obligation to carry on his work despite severe obstacles and criticism.

2. The social worker discusses with his immediate superior officers those policies, procedures, or working conditions which militate against his giving the best service of which he is capable, when such circumstances are presumably within the power of the agency to improve or correct. He may voice his protest to higher agency authorities at their request or on his own volition after previously informing his immediate superior officer of his intent.

3. In accordance with agency regulations, the social worker may voice publicly his criticism of circumstances resulting from authority superior to the agency or beyond its control.

He refrains from public criticism of his agency's policies and procedures in so far as such matters are within the agency's authority to modify or correct. If, however, the social worker comes to the conviction that the policies and procedures are in conflict with the larger public interest, two courses are open to him:

a. He may remain with the agency and participate in the activities of organizations which are working actively to promote the public welfare through modification of the agency's policies and procedures, or

² Gossip—"idle or mischievous tales; groundless rumor; chatter"—Webster.

- b. As he has no claim to a position in an agency with whose policies he is in open conflict, he may resign his position and work actively and aggressively in the larger public interest according to his own convictions.

The Social Worker and the Community

1. As a citizen, the social worker should be a participating member of the community. He assumes the rights and obligations inherent in citizenship.

2. As a member of the profession, the social worker is alert to social problems and participates in study, interpretation and action looking toward community development.

The Administration of the Code by the Chapter

In order to test the validity of this written code of rules and principles governing professional conduct and to develop ultimately a code acceptable to the profession as a whole, a body of experience based upon actual case material must be assembled and arrangements made for an exchange of experiences with other groups accepting this code.

The primary aim is to enable workers to receive advice on problems of professional conduct on a consultative basis through the Case Committee,⁸ which will record findings and recommendations.

Each situation will be given considered action utilizing to the utmost the understanding of human behavior which is a basic part of each social worker's equipment. Penalties for unprofessional conduct have not been suggested and cannot be until such a body of experience has been developed and sufficient precedents established.

The Case Committee shall serve as the consulting and fact finding body and shall maintain a complete file of all requests.

SUGGESTED PROCEDURES

I. Consultation Service

1. A request for consultation service only may be made directly to the Case Committee chairman or to the chapter chairman.
2. The Case Committee shall prepare a written statement of the findings and

conclusions reached without naming the person requesting advice or individuals involved. The material is to be filed for the purpose of developing precedents upon which rulings will be based.

II. Action

1. A request for *chapter action* involving professional conduct is to be made in writing and sent to the chapter chairman to be referred to the Case Committee within five days after filing.
2. If the findings and recommendations of the Case Committee do not call for action, it is not necessary that they be considered by the Executive Committee. The person requesting action is to be informed of this decision within 30 days after the original filing of the request.
3. If the findings and recommendations of the Case Committee are unsatisfactory to the individual who requested action, he has the right of appeal through the chapter chairman.
4. If the findings of the Case Committee are considered by them to merit action, the recommendations are to be presented to the Executive Committee by the Case Committee within 30 days of their decision to that effect and the person requesting action will be so informed.
5. A majority vote of the entire Executive Committee eligible to vote is necessary for determining the specific action to be taken, and whether or not the issue is to be made public.
6. It shall be the duty of any Case Committee or Executive Committee member who may be connected with any problem referred for consideration in such a manner as to raise a question of bias, to withdraw from active participation in the consideration of this particular problem.
7. The Case Committee shall prepare a written statement on all cases where action is taken and file these statements for the purpose of developing precedents upon which rulings will be based.

III. Revision of Code

1. Petition for revision of this code may be made by any member or group of members of the AASW through the Case Committee chairman or the chapter chairman. The Case Committee will serve as the reviewing body of such revisions and pass their recommendations on to the Executive Committee for action, after which a two-thirds (2/3)

⁸ In the San Francisco Chapter the Case Committee is set up under the division of Personnel Standards and Employment Practices and has as its function to investigate, at the request of the Executive Committee, specific instances of questionable employment practices. Beside the chairman, who is appointed by the Chapter Chairman with the approval of the Executive Committee, the Committee must have a minimum of two members.

An Experiment with the Oral Examination

The national office has a limited supply of copies of the full report summarized below for distribution. It is the hope of the Cincinnati and Indianapolis chapters that further experiments will be made and detailed suggestions and information have been prepared for chapters who may be interested.

The oral examination as an instrument in the selection of social workers presents us with a number of unsolved problems and a responsibility for working with personnel administrators toward their clarification. It was in acknowledgment of this responsibility that the Indianapolis and Cincinnati chapters undertook a cooperative experiment last May to see whether they could contribute to understanding of the values of the oral examination and to compare the relative effectiveness of certain alternative techniques.

In setting up a series of unofficial oral examinations and attempting to analyze their results the chapters were seeking answers to three specific questions: (1) How reliable is the oral examination? (2) Is the independent or the composite judgment of the members of an examining board more reliable? and (3) Is a rating form, or complete freedom of judgment, more reliable for use by the judges?

The project was planned by the personnel standards committees of the two chapters with technical assistance from the State Technical Advisory Service of the Social Security Board, the Indiana State Bureau of Personnel, and the Cincinnati Civil Service Commission. Association members were readily enlisted to serve as examiners and examinees.

The report on the project, written by Raymond Clapp, chairman of the special committee in the Indianapolis chapter working on the project, is summarized below. The evidence gathered was not conclusive but the experiment should furnish some helpful suggestions about method for future projects and stimulate interest in defining further the values and limitations of the oral examination in the selection of social workers.

Method Used for the Experiment

The project consisted of the holding of a hypothetical oral examination and included the formal rating process and an appraisal of it by some of the participants. Efforts were made to establish as real an examination setting as possible and all participants entered

into the project seriously but since examinees reported that they reacted differently because they knew no job was at stake the artificial nature of the situation undoubtedly affects the conclusions to be drawn from the study.

The position selected for the examination was that of senior visitor in a county welfare department. The job specifications were those established by the Indiana merit system for this position and all 120 volunteers met the qualifications required. In each city the majority of the examinees was from local public agencies.

The project was based on the assumption that a consistent agreement between two boards in the rating of a group of 30 candidates would tend to give support to their findings and consistent disagreement to throw doubt upon them. Eight examining boards were accordingly set up, each composed of two social workers who were senior members of the AASW and one lay person. The boards were paired, each pair using the same method. The candidate was assigned to one pair of boards and interviewed by both boards of the pair, his second interview following immediately upon his first.

Boards A and B used a rating form on which each candidate was rated by placing a mark on a separate scale of five steps for each of the following characteristics: (1) appearance, (2) voice and speech, (3) tact and friendliness, (4) poise and bearing, (5) ability to present ideas, (6) alertness, (7) judgment. An eighth rating scale for personal fitness for the position was graded as follows: (1) recommended with enthusiasm, (2) recommended with confidence, (3) recommended, (4) recommended with hesitation, (5) do not recommend. On boards A and B, each member made his individual rating of each candidate separately and without discussion with his fellow members, after the oral interview was completed.

Boards C and D used the same rating form as boards A and B but made only one composite set of ratings for each candidate after discussion among themselves when the interview with the candidate had been closed.

The gradings by scale by boards A, B, C and D were interpreted numerically for comparison.

Boards E and F used a rating form which required only a single numerical grade assigned according to the following table:

- 90—Exceptionally good qualifications. Recommended with enthusiasm.
 85—High qualifications. Recommended without reservation.
 80—Good qualifications. Recommended with confidence.
 75—Acceptable qualifications. Recommended.
 70—Minimum qualifications. Recommended with some hesitancy.
 65—Unacceptable qualifications. Not recommended.

Boards G and H used the same scale as boards E and F but made a single composite rating.

For orientation and instruction, the eight boards met together before the examinations began. Copies of the rating scale and instructions for their use were distributed. The following questions taken from the Indiana form were recommended for use in each interview:

1. Tell us, in more detail than you have on your application, of your education and experience.
2. How has this education and experience fitted you for the position for which you are applying?
3. What reading have you done lately, particularly as it relates to this field?
4. What do you feel a public welfare program should do for the people in your community?
5. Point out all the factors and social relationships you see in the case situation which was given to you before the interview.
6. What sociological conditions create particular problems which you are handling?

The Examinations

Appointments were sent to all candidates so that there would be a minimum of delay, etc. Interviews were held at half-hour intervals, the second interview, before the board using another method, following immediately after the first, so that candidates had to make only one trip. Whenever possible, candidates likely to be known by examiners from their own city were assigned to boards from the other city.

Upon arriving for the appointment, the candidate was given a written statement to the effect that the candidate was considered at this point to have passed successfully the written examination for this position, and that "in appearing before the oral board he is being examined for his personal fitness to hold such a position in regard to fundamental attitudes and philosophy, rather than for factual or technical knowledge of the case work field." Candidates were also given a brief statement of a case situation which they were asked to "be prepared to discuss, pointing out any social factors that you see involved."

After their two formal interviews, about one-half the examinees were interviewed a third time by an AASW member who had not

participated in the examinations themselves, with the following results:

Question	Answer Yes	Answer No
Did you have sufficient time?.....	46	14
Do you feel that oral examinations are a repetition or duplication of written examinations?	18	41
Were the questions asked by members of the Oral Board pertinent and relevant?	43	9
Was the preparation adequate?.....	38	17
Do you think that an Oral Board can determine an applicant's adaptability?	43	11
Could an Oral Board get a picture of applicant's personality?	35	19
Could an Oral Board determine an applicant's judgment?	38	8
Was the Board able to make you feel comfortable?	49	7
Was your performance affected by the fact that there was no job at stake?..	33	7
Did you react differently to the different boards?	26	6

Results of the Experiment

After the ratings of boards A, B, C and D had been translated into numerical terms to correspond with the ratings of the other four boards, "the candidates were then ranked and a comparison was made of the rank given each candidate by his two boards," and an index of relationship calculated upon a comparison of the ranking of the same candidate by each of the pair of examining boards. The indices for all the boards fell short of showing a satisfactory correlation between opinions reached on the same candidates but two pairs of boards, E, F, G and H, came out with much higher indices than A, B, C and D, and were in close agreement with each other (.68 and .66). The material difference between their indices and those of the other boards raised a tentative question as to whether there is not an advantage for the simpler system of a single grade over the more elaborate plan of a series of rating scales.

Certain facts about the boards may indicate factors accountable for differences. Ten of the twelve members of boards E, F, G and H served throughout all thirty interviews, boards E and H having no substitutions at any time. With one exception the professional members of boards E, F, G and H had had considerable prior experience as members of oral boards using the same rating form. On the other hand only one member each of boards A, B and D participated throughout, substitutions being required for all the other positions on these three boards and for all three positions of board C. The relatively small turnover in boards E, F, G and H and the experience of their professional members with the grading

system they used may be sufficient explanation of the differences in results.

That there were differences between the boards seems borne out by comments from those who participated in the "third interviews." Boards were said to vary in the simplicity and clarity of their questions and in the degree of direction they gave to the interview. They also differed in the content of their questions, some focussing on the applicant's present job, others appearing interested only in the candidate's training and experience, and others being concerned with the candidate's attitudes and general philosophy.

Those conducting and analyzing the experiment expressed doubt about its conclusions because of several uncontrolled variables. In addition a question might be raised about the effect on results of the artificial examination-situation, the holding of the second interview immediately after the first, and of the fact that in this instance scores of the oral examination could not be related to results in other parts of the total examination process. As the report itself notes: "It may be that the most valuable lesson of this project will result from the unplanned comparison between experienced and inexperienced boards, suggesting an important advantage in favor of the experienced board . . . Those of us who made this study remain convinced that the oral board has great value as one part of the merit system for the selection of personnel for public agencies, but the results of the study seem to us to emphasize the importance of adequate preparation of board members for their responsibilities, and a clear understanding of the nature of those responsibilities."

In further promotion of the social and health aspects of national defense, the Federal Security Agency has appointed Charles Taft as Assistant to Administrator McNutt. Advisory Committees on Family Security, Recreation, Health and Medical Care, and Education are in process of appointment. The first of these committees with Miss Jane Hoey as Chairman has met with representation from national functional and professional organizations.

Another statement on recommended employment practices has come from the New Orleans Chapter which has been studying personnel practices issues for some time. Copies of this statement are available at 10 cents apiece from the chapter secretary, Miss Stella Weber, 2725 Esplanade Ave., New Orleans.

The Grace Abbott Fellowship in Public Welfare Administration Offered by Delta Gamma Fraternity

At the last biennial convention, Delta Gamma Fraternity voted to offer a fellowship of \$1,000 for the academic year, 1941-42, in memory of the public services of Grace Abbott, formerly Chief of the U. S. Children's Bureau, who was a member of Kappa Chapter of Delta Gamma.

This fellowship will be open to any woman who is a graduate of an accredited college or university, who has had experience in the public welfare services and who plans to return to public welfare work. The fellowship may be used in any accredited School of Social Work.

Fellowship applications may be obtained from the Secretary of the Committee, Miss Blanche Garten, 1213 H Street, Lincoln, Nebraska. The members of the Fellowship Committee are: Mrs. Arthur Vandenberg, Chairman, Wardman Park Hotel, Washington, D. C.; Miss Blanche Garten, Secretary, 1213 H Street, Lincoln Nebraska; Mrs. Joseph Walter Bingham, Ex Officio, President of Delta Gamma, Palo Alto, California; Miss Edith Abbott, The University of Chicago; Mrs. George Bowerman, The Ontario, Washington, D. C.; Mrs. Ruth Bryan Rohde, Alderson, West Virginia; and Mrs. Payson Treat, Leland-Stanford, California.

Applications should be filed before April 1, 1941 and the fellowship award for 1941-42 will be announced in May, 1941.

Scholarships and Fellowships at the University of Washington

In the January 1941 issue of THE COMPASS we published the annual list of scholarships and fellowships available through the approved schools of social work. Through a misunderstanding the description of the scholarships and fellowships offered at the University of Washington in Seattle (see page 15 of the January 1941 COMPASS) omitted certain data which make them much more desirable. The Arlien Johnson Scholarship, in addition to free tuition, carries a cash award of \$150. There are three, rather than two, fellowships with the Family Society of Seattle, and these provide monthly stipends of \$60 in addition to free tuition. The fellowship with the Washington Children's Home Society also carries a monthly stipend of \$60 plus free tuition.

The Ethical Problem in the Selection of Members

ACCORDING to the Association's by-laws eligibility to membership is defined not only in terms of certain technical requirements for general education, professional education and experience but also in terms of "ethical standards of performance and character (which) are in conformity with those of this Association." Responsibility for determining this ethical eligibility rests on the membership committees of the chapters since they alone are in a position to know whether an individual candidate meets this particular requirement.

The intent of this by-law provision was to safeguard both the profession and the public from accepting as qualified social workers persons who are incapable of efficient service or whose conduct is at variance with professional ethics. Chapters have encountered various difficulties in trying to meet this responsibility for endorsement. It is clear that the by-law should be revised so that the burden of proving ethical eligibility should be placed on the candidate. It is also clear that work needs to be done so that an effective process of establishing ethical eligibility may be set up and constructively carried out both by the applicant and the chapter.

In a recent bulletin to chapter chairmen the National Membership Committee expressed the belief that the questions involved in the endorsement of applicants for membership are of deep interest to members and have a bearing on important problems in standards of social work practice and education. Among the questions the Committee raised were: "What do we mean by standards for professional performance and ethical eligibility? What responsibility do we think a profession has for concern about these standards for its members? What responsibility do we believe is involved in evaluating candidates according to such standards?"

The Committee expressed the conviction that the questions involved in endorsement for membership extend far beyond those commonly thought of in connection with membership policy and requirements. There is a tendency to think of the requirements as a vexatious red-tape and this has interfered with a proper realization of the profession's stake in the ethical aspect of membership selection. There are probably more differences in point of view about this part of the requirements than have yet been brought out

and it is important that expression of these be challenged.

The following material is abstracted from the bulletin in which the National Membership Committee submitted questions for discussion in chapters:

I. What do we mean by standards of professional performance and ethical eligibility?

The following fragmentary statements, selected from various sources, are offered as possible points of departure for discussion of this question:

1. The technical requirements (for general education, professional education and experience) are an expression of professional conviction that special education and experience are an essential foundation for the practice of social work if that practice is to meet its inherent responsibility for services that call for the constant exercise of individual judgment, discrimination and discretion. The only and basic justification for special educational requirements upon members of a profession is the discovery by its practitioners that without this special education there can be no certainty that the specific services of the profession will be properly rendered, clients will receive reliable attention to their needs or the public interest safeguarded against neglect of the problems for which provision has supposedly been made.

Therefore the basis for educational requirements is an ethical basis, and acknowledgment, by those who know what is needed for efficient discharge of their special tasks, of their own obligation to society to assure it that those whom they are asking society to accept as members of the profession possess the minimum knowledge which has been found generally necessary to trustworthy performance.

2. Though technical qualifications are a necessary assurance of capacity to meet professional responsibility and though an obligation which cannot be minimized rests on professional education to make these qualifications real, there is always the danger that technical qualifications may be evidence only that the candidate has been exposed to certain educational experiences, not that he has been capable of profiting by them to the extent desired and not that he will put the knowledge, method and skill he has acquired to professional use.

There are thus two distinct questions not to be regarded as automatically answered by professional education: (1) has the candidate acquired the capacity to apply what he has learned in actual performance, and (2) is there assurance that the candidate will put what he has learned to professional (social) uses and not employ it for purposes that are antagonistic to the professional obligation or to the advancement of professional service and development?

3. In discussion of professional performance and ethical eligibility, there is need to distinguish more clearly between problems of personal manners and morals, problems of professional performance and problems of professional ethics.

Are problems of personal manners and morals of relevant professional concern only as they are demonstrated to be interfering with professional performance and the acceptance of the practitioner by the public as professionally useful?

Does the ethical issue arise only as there is conflict between the dictates of the professional obligation and personal advantage or other non-professional interests?

4. Assuming that any practitioner may be exposed to conflict between professional and other interests, in what connections would we expect to find such conflicts arising?

In relation to the need for having or keeping a job?

In relation to meeting professional obligations at a cost to other personal interests?

In relation to meeting political pressures or criticism?

In relation to meeting attacks on standards of agency administration, personnel practices, adequate service to clients?

In relation to making known, at the cost of professional effort, the facts of neglected need, inadequacies in budget and services, poor personnel practices and other problems interfering with proper attention to clients?

In relation to assuming responsibility for professional self-development and for the advancement of the profession's knowledge and serviceability to the public?

II. What responsibility do we think a profession has for maintaining and safeguarding standards of professional performance and ethical eligibility?

Does the exposure of the social services to public prejudices, political influence and the opposition of certain economic interests make more urgent the need for work toward standards of professional performance and professional ethics than has been true in professions such as medicine whose purposes have been less threatening to powerful organized interests?

NOTE: Among the legal profession critics of standards in legal practice, legal education and admission to the bar point out that defects in these standards have affected adversely the répute of the legal profession. Members of the bar can expect less public faith in their integrity because shysters operate in their midst; courts of law can enjoy less public confidence because the judiciary is not properly protected from corrupt members. These critics believe that the whole practice of the law has been seriously deflected from its social functions because neither legal education nor standards of practice nor of admission to the bar have emphasized sufficiently the obligation of lawyers to the service of the law as a social institution.

III. What responsibility do we believe the AASW has for finding ways of evaluating candidates for membership in terms of professional performance and ethical eligibility?

Is there a special responsibility for such evaluation at the point of application because AASW membership connotes a general endorsement of the individual to the public as one who is qualified to perform and to represent the profession?

Do certain conditions affecting the reliability of technical qualifications as evidence of professional capacity increase the Association's responsibility to test this capacity at the point of application?

For example, professional schools find it difficult to make reliable evaluations of students who may be in full-time attendance at any institution for only a short period of a quarter or a semester.

The difficulty of professional schools in evaluating the student's capacity to perform and his professional ethics may be increased by the difference between a controlled field work situation and a job situation.

The difficulty of professional schools in selecting and in evaluating students may be exaggerated by either of two practices which, according to the schools, are not infrequent among social workers: (1) the tendency on the part of agency executives to evade the issue of a worker's basic inaptitude for social work by recommending to the worker entrance in a professional school; (2) the reluctance on the part of social workers to write frank professional evaluations when they are asked for references on questionable applicants for admission to schools.

An unsettled difficulty in some schools in determining what weight shall be given to unsatisfactory field work performance on the part of students who do passing work in the classroom. The absence of defined and uniform standards in professional education for determining what the student should know and of what performance he should be capable at the end of stated periods of instruction.

Does the Association owe it to its own purposes and to members who have joined it to pursue those purposes to endeavor in selecting new members to secure persons who are pro-

fessionally capable of the cooperative effort required and who sincerely believe in the AASW's professional objectives?

Is the Association performing a disservice to the profession and the interests of professionally-minded members if it sets itself up to represent these and yet carelessly includes persons who reflect upon them or deny them?

Does the failure to test candidates for professional performance and ethical eligibility deprive those who apply prematurely for membership of a chance to identify defects in their performance and to remedy them?

Does this failure to test candidates deprive them of a necessary and valuable orientation to the opportunities and responsibilities upon which they are entering in joining the professional organization?

Should there be a test of the candidate's professional capacity and interests in terms of the candidate's understanding of the AASW's purposes, program, and such statements of principles and standards as have been formulated in the Platform on Public Social Services, the Statement about Standard Employment Practices in Social Work, the Definition of Purpose and Membership Policy, the Statement of Agency Standards for Employment Conditions, and the Statement on Standards for Social Work Personnel?

Should the burden of proof of eligibility in terms of "ethical standards of performance and character" be put on the candidate and the burden of disproof as it now rests upon the AASW in the present by-law statement be removed from the AASW?

IV. What kinds of study and interpretation are necessary to provide a better basis for the determination of the candidate's capacity for professional performance and ethical eligibility?

Is there a need further to define and reconcile with one another the related responsibilities which the AASW and its members have, in making evaluations of candidates, to

the candidate

the fulfillment of the AASW's purposes
the public, including clients

employer and personnel groups whose interests in proper discharge of the agency's obligations for service hang on the reliability of a standard for selection.

What kinds of information might be sought in order to secure a basis for experiments in evaluation of candidates?

From schools of social work on the candidate's performance

From employers on the candidate's ability to use the special education and experience he has had

From the candidate himself on his interest in his own professional self-improvement; in the Association's purposes, program, and formulations of standards; in problems in the profession's present status and development.

Are there certain kinds of orientation to professional responsibility, the nature of the Association's purposes, program, and contributions which professional schools might be requested to provide?

In discussions of this memorandum have there appeared certain conflicts among AASW members as to the nature, justification, and methods of professional evaluation of candidates which should be defined and further examined?

The Kansas City Chapter has just published a 52 page booklet entitled "Beyond the Border Line," a study of unemployable families receiving general relief in Kansas City. This study covers in greater detail and with more statistical data for Kansas City, some of the points stressed in "Stones for Bread" which covers 23 different areas in Missouri.

The study is part of an unpublished master's thesis by Miss Norma Davidson to the Department of Social Work, Washington University, St. Louis. Although the report is well documented with case material, it is arranged in a popular readable style, similar to that used in the articles in FORTUNE which attempted to explode popular conceptions about the unemployed, and to answer one of the most frequent questions raised. These questions and their answers form subject and chapter headings.

The report is a notable addition to the growing volume of literature on this subject. Copies can be obtained for 25¢ a copy from Mr. Albert Jewell, 1020 McGee Street, Kansas City, Mo.

National Nominations

The national Nominating Committee is holding a meeting this month to prepare the slate for the 1941 elections. The committee will have before it the various suggestions for candidates submitted by chapters in response to a bulletin sent to them on February 5, 1941. The chairman of the Nominating Committee for this year is Miss Claudia Wannamaker, of District 4, who was elected by the committee in accordance with action taken by the National Board at its last meeting.

More About the 1941 Delegate Conference

Arrangements have now been completed for holding the 1941 Delegate Conference at the Benjamin Franklin Hotel in Philadelphia on May 30 and 31. Details about reservations and hotel rates will be sent to chapters later.

A second bulletin has now gone to chapters on preliminary program plans for the 1941 Conference. This bulletin notes that: The program for the conference should reflect the things of importance in the Association's program. Through the work of chapters, national committees, National Board, and the Association staff the matters of special interest for conference consideration and action become identified in all their different connections and related to the basic responsibilities of the Association. As work on these concerns progresses a point is reached when the coordinated action available in the conference becomes the needed next step to move the Association along further toward its objectives. One of the chief problems in making the conference as useful as possible to the programs of the chapters and the Association is to find ways of improving the process of program preparation for that meeting.

Some of the program issues on which conference discussion and action are foreseen, coming from chapter, committee and staff activities, which have developed during the year within the general program as adopted at the 1940 Delegate Conference are listed as follows:

At the last conference the statement of the AASW platform regarding public welfare was approved. It was voted, however, to devote special attention to the proposal regarding a federally financed and administered work and relief program presented at the conference. Since that time the Committee on Government and Social Work has also made progress in relating the Association's Program to many aspects of the defense program and there will probably be several issues of this nature for discussion and action at the 1941 Conference. There may also be for discussion new material from chapters on recent trends in public welfare.

Application of personnel practices principles as a means of protecting competent performance; Association facilities and func-

tion in handling personnel issues. Aside from questions which may be brought up regarding new issues arising from the AASW report on employment practices in the St. Louis Family Service Society, definition of future procedures, etc. will probably be on the agenda.

Further definition of standards for professional conduct and performance and methods of enforcing such standards.

The relation of questions of professional conduct to the question of ethical eligibility for membership in the Association and procedures for withdrawal of membership on grounds of unprofessional conduct.

Proposals on further specifications for the statement on standards for social work personnel adopted by the last conference.

Standards for organization of chapters and for continuation of chapter status.

Various aspects of study of the present membership requirements; the National Membership Committee and several subcommittees are working on questions involved; a number of chapters have also been studying particular phases of the requirements.

Section 6 of the membership requirements. The National Membership Committee was assigned responsibility for study of the exceptional clause in the requirements, and will be reporting to the Board at its March meeting.

Several of the subjects for this year's conference were determined by the 1940 Conference and committees are now at work on proposals for National Board discussion and action at its March meeting. The Board's proposals will then go to the chapters for discussion and for their conference preparation. Meanwhile the Board and national committees would like any opinions or suggestions on these subjects from chapters for present use as well as after the proposals themselves have been formulated.

Recommendations from the 1940 Conference for the 1941 Conference program were:

Issues relating to the Delegate Conference. Two questions were recommended for study: proposals for clarification of the functions of the conference and the National Board, and for payment of delegates' expenses from a central fund. The National Board raised a further question regarding the timing of elections, terms of office, and the Delegate Conference. A bulletin has already been sent to chapters about the special committee which is working on these questions.

Location of the national office. A proposal to consider again the questions bearing on choice of national office location. A special committee is considering the various factors in this question and has before it the opinions and suggestions sent in from chapters in response to previous requests for this information. A special bulletin has also been issued, outlining questions on which the committee would like to have comments and opinions from chapters.

Field Visits by AASW Staff

Thirty-six chapters of the Association have had field service from the national staff of the Association since September 1, 1940, and nine other chapters have participated in regional conferences. In addition, visits have been made to four informally organized groups of the membership in Fresno, and in Santa Barbara, California; Santa Fe, New Mexico; and Jackson, Mississippi.

Chapters which have had field service are: Alabama, Arizona, Arkansas, California East Bay, Los Angeles, Sacramento, San Francisco, San Diego, Denver, Delaware, Washington, D. C., Florida, Georgia, Chicago, Iowa, Louisiana, New Orleans, Maryland, Boston, Detroit, Twin City, St. Louis, Buffalo, New York City, Rochester, Syracuse, Cleveland, Columbus, Oregon, Philadelphia, Pittsburgh, Rhode Island, Southeast Texas, Washington State, Dane County and Milwaukee County.

Field service has been extended to these chapters through planned visits, many lasting several days, involving participation in chapter and committee meetings, conferences with officers, etc. On some occasions visits were planned in connection with institutes or attendance at meetings of other organizations; in some instances were at the request of the chapter and in others were initiated by the staff.

Two regional conferences were held in September which were attended by the national staff and in which the following chapters participated:

Plains States, held in Kansas City, Missouri; Denver, Iowa, Central Missouri, Kansas City, Nebraska, North Dakota, Topeka, Wichita, South Dakota; *Southwestern*, held in Little Rock, Arkansas, Oklahoma, North Texas, Southeast Texas and South Texas. Two others will be held shortly: The New England Regional Conference, in Boston on April 4, and the Southern Regional Conference, to be held in Atlanta, Georgia on March 28 and 29.

Meetings of National Committees

The programs of national committees of the Association got under way as soon after the October meeting of the National Board as it was possible to confirm the personnel for the committees whose assignments had been adopted by the Board. Details about the work of the committees are being issued through reports, bulletins, etc., but some measure of their activity is reflected in the following list of recent meetings:

Committee on Chapters: January 24-25 and February 28-March 1, Buffalo.

Committee on Personnel Practices: February 8-9, Columbus.

Committee on Government and Social Work: Held two meetings in Washington, December 8 and February 12, and one in Baltimore on January 21. This committee also met with representatives from chapters on December 7 during the APWA meetings in Washington.

National Membership Committee: January 24-25, Chicago. The subcommittees of the National Membership Committee, set up to study the applicability of the membership requirements to the selection of competence as it has developed in group work, public welfare, probation and parole and community organization, have held several meetings.

Financial Advisory Committee: December 10 and March 6, New York City.

Special Committee on the Delegate Conference: Preliminary meeting December 13 and January 31-February 1, San Francisco.

Special Committee on Location of the National Office: January 21, New Orleans.

The *Special Committee on Inquiry Procedures*, centered in Houston, has met several times.

Special Board Committee on Procedure to Implement Article V, Section 3, of the By-laws: November 20, January 3, January 22, New York City.

In addition, other committees of the Board have been at work, which were established to study certain issues in preparation for further action by the Board at its next meeting, which is to be held in New York City on March 14, 15 and 16.

Financial Reports and Estimates

James Brunot, treasurer and chairman of the Association's Financial Advisory Committee, reports on the budget for 1941 and on the problem of adequate revenues.

A financial problem of considerable proportions faces the Association in 1941. While more than \$1,200 was added to the income by the members who responded to the request for contributions, the present estimates for 1941 indicate the need for a larger increase in revenues to support the present scale of the Association program. Special attention of all members is being called to the need for extra funds in the bills for dues which are being sent this year, but a more permanent plan for balancing revenues and expenditures will be one of the responsibilities confronting the National Board at its March meeting.

For several years the Association membership and income increased faster than could be reliably anticipated. During the past three years a levelling off of the membership growth has been accompanied by slower growth of dues income. The facts about membership growth are now being given special study. Program demands however have increased not only with added members, but with increasing professional recognition and activity.

Two years ago the National Board increased the expense side of the budget to supply additional staff service which was being urged by the Association membership and chapters. A balance, presumed to be available for the necessary margin of expenses over income for a year or two, was however unexpectedly depleted in 1939 when the Federal government decided that the AASW as a membership organization was subject to the social security program and to back taxes and interest. To cover what appeared from previous experience to be a temporary annual deficit, the National Board voted in 1939 and 1940 to seek contributions from members during the final months of 1940. The response enabled the Association to close the year with a deficit of less than \$500 represented by unpaid bills. Estimates of income from 1941, however, leave a gap of over \$2,000 in addition to the deficit. A revolving fund of \$2,000 which had been recognized in the past as a business necessity for the Association was eliminated by the pressure for funds last year. If reestablished as proposed by the National Board, the present estimates would indicate the need for additional revenues for 1941 of about \$4,600.

Comments of many kinds have come from members in response to the request for con-

tributions, which was sent out in November, by a Special Committee, of which Conrad Van Hyning was chairman. Some of these raised questions as to the budget and program, and about such activities of the Association as the recent employment practices study of a St. Louis County agency. Others questioned the methods of financing, suggesting a general increase of dues in place of special payments. Many responses, both from members making payments and others, have endorsed the current program and activities of the Association.

The plan of seeking extra contributions was set up as a temporary measure. It should be noted, however, that part of the Association's budget for many years has come from members who paid contributing and sustaining memberships. For the past ten years or more the Association's growth provided sufficient revenue so that many of the contributions were discontinued. After 1935, when the national Association undertook to collect the chapter dues as well as national, there was a sharp increase in chapter programs and a number of the contributions were absorbed in chapter efforts to secure additional revenue. The bylaws of the Association still provide, however, for contributing and sustaining memberships in the case of members who pay dues of \$10 or more, or over \$25 respectively to the national. Some members have continued to make extra contributions each year.

Since 1935, the Association has collected its own dues of \$6 per member, plus the chapter dues. The normal amount of chapter dues was \$1.50 and this is also paid by members in nonchapter areas. Chapters were authorized by the Delegate Conference in 1935 to fix the amount of their dues according to their budget needs, and since that time a considerable number have increased the amount of their chapter dues. A few have elected to charge less than \$1.50. Depending on the chapter, therefore, members pay as little for both national and chapter dues as \$6, as in Puerto Rico, and as much as \$11.60 in New York and \$11 in Cleveland. About half the members are now paying regular chapter and national dues of more than \$7.50. The joint collection of dues by the national association amounts to underwriting the dues as voted by the chapters. As a result, while there has been a modest increase in national income

since 1936, the chapter revenues have increased by about 65 per cent. The figures on chapter dues are shown in Table III, below.

Uncertain as to how rapidly membership growth may make it possible for the regular dues to catch up with current costs, the National Board has voted to seek more contributing and sustaining members in 1941 instead of employing a more permanent plan. The budget estimates expenses of \$69,875. Income from regular dues is expected to total about \$66,000 and there is expected a small revenue from sale of publications of approximately \$500. The balance of the amount needed, it is hoped, may come from members who are able and willing to make additional payments with their 1941 dues.

Although the expenditures in 1940 were

about \$2,700 less than in the original budget, the income also failed to reach the amount estimated by about \$2,800. The regular dues income, while nearly \$1,000 more than in 1939 was about \$900 short of the first estimate. As it was decided to wait until late in 1940 to solicit extra contributions, the returns from the committee's letter fell short of the amount sought.

The income and expenses of the Association for 1940 are shown in the following table. These figures are taken from the report of Haskins & Sells, Certified Public Accountants, who have audited the books of the Association. A second table shows the amounts of chapter dues collected by the Association since 1935, and the comparatively rapid growth of chapter resources in the past five years.

Financial Statement for 1940

CASH RECEIPTS AND DISBURSEMENTS FOR THE YEAR ENDED DECEMBER 31, 1940	
BALANCE, JANUARY 1, 1940.....	\$3,142.07
Unpaid obligations, January 1, 1940—paid in 1940.....	1,120.00
AVAILABLE BALANCE JANUARY 1, 1940.....	<u>\$2,022.07</u>
 BUDGET RECEIPTS:	
Membership dues	\$65,122.83
Additional contributions	977.00
Miscellaneous	781.90
Total Budget Receipts.....	<u>\$66,881.73</u>
 BUDGET DISBURSEMENTS:	
Salaries	\$42,646.95
Office expenses	11,199.95
Ediphones	965.64
Committee travel	3,561.80
Staff travel	4,081.35
Compass	3,438.97
Publications	146.62
Conference	1,559.30
Total Budget Disbursements.....	<u>67,600.58</u>
Excess Budget Disbursements over Receipts.....	<u>\$718.85</u>
 NON-BUDGET RECEIPTS:	
Chapter dues received	\$25,771.03
Rental grant—Russell Sage Foundation.....	2,167.00
Reimbursement of chapter dues advanced.....	300.00
Reimbursement of personal travel expenses advanced.....	892.28
Federal Social Security taxes withheld from employees	291.54
Total Non-Budget Receipts.....	<u>\$29,421.85</u>
 NON-BUDGET DISBURSEMENTS:	
Chapter dues disbursed to chapters	\$25,771.03
Rent against grant.....	2,167.00
Chapter dues advanced	300.00
Personal travel expenses advanced	892.28
Payment of Federal Social Security taxes withheld from employees	307.50
Federal Social Security taxes applicable to prior years and interest thereon	270.91
Deposit with Transcontinental & Western Air, Inc. in connection with Air Travel Plan Agreement.....	425.00
Total Non-Budget Disbursements.....	<u>30,133.72</u>
Excess Non-Budget Disbursements over Receipts.....	<u>711.87</u>
 Excess of Total Disbursements over Total Receipts.....	
BALANCE, December 31, 1940.....	<u>\$1,430.72</u>
	<u>\$591.35</u>

Note: As the deposit for air travel with the TWA is available for 1941 expenses, there was an actual deficit of \$439.14 at December 31, 1940, taking unpaid bills in the amount of \$1,455.49 into consideration.

(Continued on page 18)

EXCERPTS FROM THE REPORT ON THE EMPLOYMENT PRACTICES INQUIRY

The following excerpts from the St. Louis Report are reproduced here for more extensive use by individual members interested in the meaning and interpretation of the professional concern with employment practices. This material should also be helpful to chapter committees engaged in work on problems of personnel practices.

It should be noted that the quotations below bear on the purpose and interpretation of the following sections of the AASW Statement About Standard Employment Practices in Social Work:

"There should be definite though not necessarily formal avenues for participation of the staff in determining agency policies and procedures. There should be adequate opportunity for employees to transmit their working experience and to relate this to changing policies and procedures. (See Statement, Part II, Section 2, 21.)

"Employment should be based upon agreement as to the specific conditions of work and upon mutual understanding between the agency and the employee as to policies and professional purposes. (See Statement, Part II, Section 2.)

"The agency should be sufficiently stable financially and administratively to warrant confidence of the employees in its ability to fulfill its agreements and to maintain its program." (See Statement, Part II, Section 2, 19.)

The relation of professional principles of employment practices to questions of the authority and responsibility of the agency board:

"The principles embodied in the Employment practices advocated by the AASW are based on the profession's interest in sound planning and efficient administration of social agencies. Employment practices are measures which, if followed, will tend toward the responsible discharge of the total obligation of the agency. It is not recognized that they are set up as a statement of staff interest as distinguished from or opposed to board interest or executive interest, but that they constitute a sound basis for achieving the common interests of the various parts of the organization.

"The Association does not question in any way the obligation of a governing board to make the decisions necessary to define or redefine the purpose of the agency, the kinds of service the agency should offer, and all decisions governing the administration of the agency. Employment practices suggest no limitation of any kind on the authority of the governing body to make the decisions it believes necessary for the

responsible operation of the agency. Employment practices ask no inefficiency and no compromise with good management. They assume that the greatest effectiveness is the common aim of all parts of the organization. They do recognize that the staff of an agency works all its working days, acquiring experience with the various methods of operations required to serve the agency's purpose. Employment practices also recognize that social work has accumulated in its years of operation a knowledge which commands sufficient respect for agencies through their board decisions, to seek persons who have had special education and experience to perform the work of the agency. Employment practices are reminders of the ways in which the experience which the agency has sought, may be protected and put to use in the most effective way.

"While no one questions the legal or organizational authority of a board to make whatever decisions it wishes, its own members would certainly question the making of important decisions which might have a serious effect on the operation of the agency, and on the value of the services rendered without careful consideration of whatever factors, organizational or professional, were involved in the decision. The sense of obligation of a responsible board would make its actions responsible. It would have a sense of obligation to the clients and community which it served. It would have a sense of obligation to the persons it employed to help in discharging the responsibility of the board. The obligation to its own past decisions becomes in a measure a way of keeping itself from dissipating the agency's resources by shifting unknowingly or needlessly from one policy to another." (The Report, p. 13.)

The professional interest in the Employment Agreement:

"The AASW interest in employment agreements is based on its conviction of the importance of agreements as factors in the services which the agency is organized to render. In its work on the problem of employment practices there has been no evidence that such agreements are inharmonious at any time with good administration, economical organization, good business practice, or with improvement of quality of services. On the contrary, the recognition of employment agreements has proven an almost automatic sequel to full recognition

by agencies of the obligation to give intelligent and skillful as well as well-meaning services in return for the contributions which support their work. Insofar as such agreements are of advantage to professional and other workers, the interests served are in direct line with the development of more stable administration, more intelligent planning and more careful automatic self-analysis and appraisal of services and personnel. It would not appear, therefore, that there would be any difference on this issue between the interests of staff, board or management.

"Experience led the AASW to include in its statement the recommendation that the agreement include an understanding or contract concerning working conditions, and also as to policies and professional purposes. This is a further recognition of the importance of having a guarantee (as important to the community as to the Society or any part of it) that decisions bearing on policies and professional purposes will be responsible decisions, weighed against the equipment and ability of the staff to carry them out." (The Report, p. 38.)

Supervisory resources in the agency as a condition of work:

"An important consideration in entering and continuing in a social agency's employ is the organization and quality of its facilities for supervision. Centralized supervision in a case work agency provides a basis for unified operation and for the maintenance of common policies, standards and methods. The existence and use of expert supervision are cornerstones for the agency's program of staff development and a measure of the quality of its services and of the value to be attached to experience in its employ. The amount and quality of supervisory resources is an important condition of work in social case work agencies. The agency's provision for supervision has a bearing on the future marketability of the services of individual staff members and on their expectation of effective performance of their obligations within the agency." (The Report, p. 38.)

Understanding as to policies and professional purposes:

"The governing body of an agency is responsible for determining the policies and purposes. It should be responsible also for redefinition as evidence warrants or for changing policies or purposes when, in its judgment, such changes are needed. The AASW recommendation that the profes-

sional employees and the agency have a mutual understanding of policies and purposes, does not limit in any way the responsibility, or prescribe procedures through which staff decision usurps or takes the place of board decision.

"This emphasis on mutual understanding between board and staff of agency policies and purposes is based on simple practical necessities. If policies are to be observed and purposes achieved, the staff must understand them before it can apply them effectively. Also if a staff acknowledges an obligation for adequate performance, it has an ethical interest in making sure that it can achieve the results which the board anticipates from observance of its purposes and policies. It follows from this that if a staff has serious questions as to whether its activities can fulfill the board's expectations, it has a responsibility for bringing these questions before the board for further clarification so that it will not be risking defeat of the board's avowed interests or failing to supply the board with information necessary to reconsideration both of purposes and of means required for accomplishing them.

"The AASW recommendation serves as a reminder to the board of an agency that the staff, which carries out the policies and whose day to day work is the means for the agency's achievement of its purposes, needs to be thoroughly identified with them in order to give the agency a maximum of service, and that the opportunity to do work well and effectively is an important part of the recompense received in return for its work. As a part of what the agency gets from the worker, and a part of what the worker receives in return, it is appropriate that this mutual understanding be considered as an essential part of the employment contract." (The Report, p. 39.)

Staff participation:

"The practice of social work is not an individual practice but is developed in agencies, under public or private auspices, and is subject in both cases to decisions by laymen as to all basic policies, including the nature and extent of the services rendered, and the kinds of organization and administrative devices to be employed. By the time the AASW Statement of Employment Practices was developed there was general agreement in boards of important agencies, officials in charge of important programs, as well as social workers employed by the various agencies, that the specialized knowledge

and experience of social workers was a factor of vital significance in relation to the services rendered by an agency.

"The recommendation of the AASW on staff participation is a practical device for securing sound administration in the social agency set-up. The set-up of the social agency is peculiar in that the final discretion as to basic plans and operating policies is exercised, not by staff who have the most direct knowledge about the need for services, the kinds of services which can be performed, the problems of the people who are served, and the nature of the specific provisions required to make the services of the agency effective; instead the final discretion is exercised by citizens who are interested in the improvement of conditions of social life and in the sponsorship of programs which revolve around the services performed by specially qualified staff.

"To place the responsibility for the making of decisions on board members of an agency would be a paradox if provision were not made for sufficient circulation within the agency so that the decisions intended to conform to broad concerns of community policy are also practically related to the services which the agency is equipped to perform.

"The AASW statement is recommended as a tenet of good administration. It does not describe the precise method, time, or circumstance under which staff participation is sought or given. Certain decisions may not need to involve staff participation, and others may need to involve it to a greater or less degree, depending on what practical aspects of operations are involved. The principle of staff participation is so important that it might be said that a major test of good administration is involved in the extent to which it is used appropriately. It is for example a duty of the staff to make its contribution available for use when matters on which the workers have special information are involved in policy questions. This gives a responsible staff grounds for asking that the channels of participation be kept open. The obligation and privilege of the staff and the need of the governing board are jointly involved in the proper administrative use of the staff's experience and knowledge. The test of an adequate staff is its ability and willingness to contribute. The tests of the board are its sensitiveness to the constant possibility that the staff may have pertinent information and professional knowledge to offer on questions of board concern, and

also its ability and willingness to consider seriously such contributions when made. The test of the executive is his ability to see when staff experience should be consulted, to interpret this need to the board as it arises, to secure relevant data and opinion from the staff and then to plan and effect their timely and fullest use." (The Report, pp. 41-42.)

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"The use of staff participation as an essential administrative device for keeping decisions of the board practically related to the experience, needs and resources of the agency is one of the most important responsibilities of the executive of an agency." (The Report, p. 58.)

* * * * *

"The employment practices of the AASW are not concerned with prerogatives or rights as such, but rather with methods of good administration." (The Report, p. 59.)

* * * * *

"As the inquiry assumes that staff participation is one of the methods by which essential articulation is provided in the agency, enabling policy to relate itself constructively to practice, the test of when and how and under what circumstances staff participation may be utilized to reinforce the reliability and responsibility of agency policies and decisions is not to be found in any arbitrary rule of procedure. The test is rather to be found in the practical results of any decision by the executive secretary or the staff or the board to use or not to use staff participation." (The Report, p. 59.)

Financial Reports and Estimates

(Continued from page 15)

CHAPTER AND NATIONAL DUES FROM 1936 TO 1940

The national Association began to collect chapter dues July 1, 1935 and for the last half of 1935, the amount collected was \$4,959.75. The chapter figures include only the amounts collected by the national and paid to the chapters but do not include any amounts the chapters have received in extra contributions or other funds. The national totals include the amounts of contributing and sustaining memberships.

	National Dues	Chapter Dues	Total
1936	\$58,674.29	\$15,428.10	\$74,102.39
1937	62,387.70	18,040.86	80,428.56
1938	63,820.25	21,705.00	85,525.25
1939	64,244.50	24,073.60	88,318.10
1940	66,099.83	25,771.03	91,870.86

National Committees: Assignments and Members

Following is a list of the assignments and personnel of national committees for 1940-41 as they are now constituted. In addition to the standing and special committees given here, there were several committees of the Board appointed at the October Board meeting to consider, between meetings of the Board, certain special issues requiring further Board action.

NATIONAL BOARD

The National Board is composed of the officers of the Association; nine members from nine nominative districts and six members at large. Chairmen of national committees are members of the Board exofficio without vote. (See By-Laws, Article VI, Section 5.)

The members of the National Board for the year 1940-41 are:

President	—Wayne McMillen	Chicago
1st Vice Pres.—Pierce Atwater		Chicago
2nd Vice Pres.—Frank J. Bruno		St. Louis
3rd Vice Pres.—Kenneth L. M. Pray		Phila.
Secretary —Frank J. Hertel		Twin City
Treasurer —James Brunot		N. Y. C.

Term ending 1941:

	District	
Mrs. Irene W. Conrad	Southeast Texas
Lillian J. Johnson	1	Washington State
Mrs. Aileen K. MacCracken	5	Cleveland
Ora Pendleton	7	Philadelphia
Mary Stanton		Los Angeles County

Term ending 1942:

Louis E. Evans	4	Indianapolis
Lester B. Granger		New York City
Donald S. Howard	8	New York City
Ruth E. Lewis	2	St. Louis
Elizabeth Wisner		New Orleans

Term ending 1943:

E. Marguerite Gane	9	Buffalo
Eleanor L. Hearon	3	Denver
Sara H. James		Twin City
Margaret E. Rich		Pittsburgh
Margaret Woll	6	Kentucky

EXECUTIVE COMMITTEE

The National Board may elect from its own membership an Executive Committee of from six to eight members, to provide for assistance to the national staff between meetings of the National Board. Between meetings of the National Board the Executive Committee may exercise all of the powers of the National Board in the government of the Association, subject to general policies or specific direction of the National Board. Actions of the Executive Committee are reported to and subject to change by the National Board at its meeting next succeeding such action. Minutes of the

Executive Committee are kept and forwarded to the National Board.

Membership: Wayne McMillen, Chairman, Chicago; James Brunot, Lester Granger, Donald S. Howard, New York City; Mrs. Aileen K. MacCracken, Cleveland; Kenneth L. M. Pray, Philadelphia; Margaret E. Rich, Pittsburgh.

NATIONAL MEMBERSHIP COMMITTEE Assignment

The National Membership Committee has general responsibility for advising on such interpretations and rulings of the by-law provisions on membership as are necessary for their administration by the staff of the Association. The Committee may establish such subcommittees as are required to fulfill its duties.

Special Assignments

1. In accordance with instructions from the 1939 Delegate Conference, to assist in planning and carrying out the program for study of the membership standards and methods of admission, and to prepare reports of such study to the National Board and the Delegate Conference for consideration of possible changes in the membership requirements.

2. Under instructions given by the National Board in 1939, to include, as part of the program for review of the membership standards, study of the applicability of the present membership requirements to the definition and identification of competence and status in the fields of public welfare, community organization, group work, and probation and parole, this study to be conducted through four localized subcommittees composed of members from each of these fields respectively.

3. In accordance with instructions from the 1940 Delegate Conference, to review the Association's experience with Section 6 of the membership requirements and to consider problems presented in administration of this clause, and thereupon to present its recommendations at the earliest possible time to the National Board for revision of the operation of this section, for its abolition or for some other course of action that will eliminate the difficulties involved.

Subcommittees

The National Membership Committee has set up four subcommittees for study of the applicability of the membership requirements

to the selection of competence as it has developed in certain fields.

National Membership Committee: Members are Lucia Clow, Chairman—Milwaukee; Chester Bower—Cleveland; Geneva Feamon—Indianapolis; Raymond Kerger, Grace Powers—Illinois; Ruth Lewis—St. Louis; Martha Phillips, Lillian Proctor, Wilma Walker, Claudia Wannamaker—Chicago.

Subcommittee on Community Organization: Members are Isabel Kennedy, Chairman; Joseph Anderson, Mary Clarke Burnett, Rudolph Danstedt, Ruth Gartland, Wilbur Joseph, Wilber Newstetter, Marshall Stalley—Pittsburgh.

Subcommittee on Group Work: Members are Margaret Williamson, Chairman—New Jersey; Patricia Alsop, Merrill Conover—Philadelphia; Saul Bernstein, Clyde Murray, Irving Brodsky—New York City; Edith Yeomans—Connecticut.

Subcommittee on Probation and Parole: Genevieve Gabower, Chairman; Richard Chappel, Milton Johnson, Alice Scott Nutt, Rosalie Supplee—Washington; Esther Lazarus—Maryland.

Subcommittee on Public Welfare: Anita Faatz, Chairman; Pauline Miller, Martha Strong Smith—Maryland; Elizabeth Collins, Elizabeth de Schweinitz, Saya Schwartz—Philadelphia; Constance Hastings—New York City; J. Sheldon Turner—Delaware.

COMMITTEE ON GOVERNMENT AND SOCIAL WORK

Assignment

To advise the staff on projects undertaken in carrying out the objectives of the AASW in the area of Government and Social Work and to submit, for appropriate action by the Association, formulations of Association positions on these matters. These objectives are:

To develop further effectiveness of the AASW in relation to federal social work legislation and administration.

To develop the Association's effectiveness in assistance to chapters in dealing with state and local programs and also in relation to federal programs.

To develop methods of cooperation with other agencies with parallel interests in legislation, research, promotion, etc.

To develop a professional consensus, insofar as possible, on major questions of public social policy and the way in which this policy is being administered. This would include examination of developing federal and state policy in the areas of the

various social insurances, assistance, pensions, work, health, etc., and formulation of principles of appropriate relationships between them.

For the coming year the Committee is urged to give primary emphasis to (1) the promulgation—in cooperation with other organizations and agencies—of principles and standards already agreed upon by the Association; (2) to the development of a more integrated working relationship between chapters and the Committee; (3) to social welfare problems arising in connection with the national defense program; (4) to the isolation and definition of problems that should be considered by the AASW and acted upon at the next Delegate Conference; (5) to continued leadership facilitating the Association's discussion of the merits of a federally financed and federally administered program of work or relief for the unemployed.

Members are Donald S. Howard, Chairman—New York City; Mrs. Ruth Brainerd, Mrs. Savilla Simond, Conrad Van Hyning—Washington; Mrs. Elizabeth de Schweinitz—Philadelphia; Anita Faatz, Harry Greenstein, Clara Willman—Maryland; Harriet Tynes—Richmond.

PERSONNEL PRACTICES COMMITTEE

Assignment

The Committee on Personnel Practices has responsibility for acting in an advisory capacity to staff and to chapters in studies and other activities which are undertaken to derive from professional experience the principles and methods necessary to the development of sound personnel practices in social agencies, and to the best selection and use of available personnel.

In carrying out its responsibilities the Committee on Personnel Practices assists in determining appropriate projects for study, in stimulating membership and chapter concern in standards of personnel practices, in promoting the observance and further improvement of recommended practices, in presenting preliminary formulations to the National Board and to the chapters, and in planning programs on these subjects for delegate, regional and other conferences.

Special attention is to be given to:

Study by chapters of agency provisions for staff participation;

Development of the relation between the evaluation process and the analysis and

description of the responsibilities in the social work position;

Clarification of the conditions for granting leaves for professional study;

Analysis and definition of appropriate method for AASW inquiry into personnel issues arising in social agencies; and

Statement of the principles of agency administration which relate to personnel practices as distinct from the concrete provisions through which such principles may find application.

Members are Dorothy Hankins, Chairman—Philadelphia; Mrs. Marie Baber, William Jackson, John Reimers—Columbus; Natalie Myers—Indianapolis; Nola Pooley—Cincinnati.

COMMITTEE ON CHAPTERS

Assignment

To have responsibility for advising the National Board and staff on all phases of Association unit organization and administration: to assist with the development of special projects and studies by chapters, special subcommittees and staff, which are directed toward strengthening such organization; and with the planning of programs on these problems for Delegate, Regional and other conferences. Special attention will be given to: (1) development of a method and schedule for the evaluation of field service by both chapters and staff; and (2) to development of criteria for chapter organization and functioning to be applied in the administration and continuation of chapter status.

Members are Mrs. Glenna B. Johnson, Chairman; E. Marguerite Gane, Vice-Chairman; Frances Desmond, Mrs. Ruth McCann, Robert Myers, Howard R. Studd—Buffalo; Joseph Anderson—Pittsburgh; Alden Bevier, Stanley Tenny—Rochester; William Kirk—Fort Orange; Ruth Zurfluh—Syracuse.

FINANCIAL ADVISORY COMMITTEE

Assignment

The Financial Advisory Committee, of which the Treasurer shall be chairman, shall be a technical advisory committee to the Board with responsibility for study of all matters in relation to the budget, budget adjustment and budget policy.

Members are James Brunot, Chairman; Frederick Daniels, Edwin Eklund—New York City; Robert Heininger—Connecticut; Mabel Morris—New York City.

COMMITTEE ON PERSONNEL PRACTICES FOR THE NATIONAL STAFF

Assignment

This Committee, which is to be appointed annually and is to consist of three members, at least one of whom shall be a member of the Executive Committee of the National Board, is charged with responsibility for:

1. Serving as the review committee as outlined in the Statement of Employment Practices of the American Association of Social Workers National Office;
2. Considering, in connection with three members of the staff, elected by the staff, the operation of the employment practices regulations, and proposing changes as needed, reporting on these to the Executive Committee of the National Board.

Members are Lester Granger, Chairman; Mary Holzman, Emilie Strauss—New York City; Walter West, Dorothy C. Kahn, Abigail Bowers—Staff.

NOMINATING COMMITTEE

The Nominating Committee is composed of nine members, one member for each of nine nominating districts, elected annually by the membership in the same manner as the National Board.

Assignment

The Nominating Committee is specifically charged in the By-Laws with responsibility for preparation of the ballot containing the names of at least two candidates for officers and each vacancy on the National Board, including nominees from districts and nominees for members at large, and on the Nominating Committee. Nominees from districts must be selected from the suggestions sent in by the chapters in each district. To fulfill this responsibility the Nominating Committee has responsibility also for:

1. Preparing a statement of suggested qualifications for National Board membership.
2. Soliciting from the chapters in each district, the names of possible nominees.
3. Preparing for the ballot a biographical statement for each nominee which includes data regarding the professional competence and participation in chapter and national Association activities of each nominee.

Members are Claudia Wannamaker, Chairman—Chicago; Harry M. Carey—Boston; Anita Eldridge—San Francisco; Beth Muller—Arkansas; Helen Rowe—Twin City; Harold Silver—Detroit; Walter Stone—Nashville;

(Continued on page 24)

QUALIFICATIONS OF 791 NEW MEMBERS ADMITTED DURING 1940

	JUNIOR 265	FULL 517	SECTION 6 9	TOTALS 791
NUMBER ADMITTED				
SEX				
Male	57	98	6	161
Female	208	419	3	630
	TOTALS	265	517	791
AGE GROUPS				
21 to 25	90	68	..	158
25 to 30	88	219	..	307
30 to 40	70	186	6	262
40 to 50	14	40	3	57
50 and over	3	4	..	7
	TOTALS	265	517	791
COLLEGE EDUCATION				
Bachelor's degree	259	512	9	780
Two years of college	6	5	..	11
	TOTALS	265	517	791
PROFESSIONAL EDUCATION				
<i>Undergraduate Courses</i>				
Less than one year	4	4
One year	17	26	..	43
<i>Graduate Courses</i>				
Less than one year	122	122
One year, less than two	94	208	..	302
Two years, no degree or diploma	8	41	..	49
Two years, with degree or diploma	242	..	242
Not meeting requirements	9	9
	TOTALS	265	517	791
FIELD WORK				
In school of social work	259	515	..	774
In agency training district	2	2	..	4
Supervised practice	4	4
Not meeting requirements	9	9
	TOTALS	265	517	791
AGENCY AUSPICES				
<i>Public Social Work</i>				
Emergency agencies	26	34	..	60
Permanent agencies	115	169	4	288
	141	203	4	348
<i>Private Social Work</i>	117	290	5	412
<i>Not Employed, or Students</i>	7	24	..	31
	TOTALS	265	517	791
FIELD WORK—private agencies only				
Case Work agencies	104	249	2	355
Community organization	4	10	..	14
Group Work	8	14	2	24
Other	1	17	1	19
	TOTALS	117	290	412
TYPE OF POSITION IN AGENCY				
Executive	16	54	5	75
Supervisory	28	76	3	107
Practitioner	213	348	..	561
Teacher	9	1	10
Research	3	..	3
Other	1	3	..	4
Not employed or students	7	24	..	31
	TOTALS	265	517	791

LOCATION OF 791 NEW MEMBERS ADMITTED DURING 1940

<i>Chapters</i>	<i>Junior</i>	<i>Full</i>	<i>Total</i>	<i>Chapters</i>	<i>Junior</i>	<i>Full</i>	<i>Total</i>
ALABAMA	5	7	12	OKLAHOMA	2	3	5
ARIZONA	1	1	2	OREGON	4	1	5
ARKANSAS	1	2	3	PENNSYLVANIA			
CALIFORNIA				Erie
East Bay	4	4	8	Harrisburg	1	..	1
Los Angeles County	7	19	26	Lehigh Valley	..	1	1
San Francisco	2	16	18	Northeastern Pennsylvania	2	6	8
San Diego	..	5	5	Philadelphia	3	11	14
COLORADO				Pittsburgh	4	16	20
Colorado Springs	Reading	..	1	1
Denver	3	12	15	PUERTO RICO	2	1	3
CONNECTICUT	3	7	10	RHODE ISLAND	6	5	11
DELAWARE	..	4	4	SOUTH CAROLINA	3	3	6
DISTRICT OF COLUMBIA	1	12	13	SOUTH DAKOTA	3	1	4
FLORIDA	2	4	6	TENNESSEE			
GEORGIA	1	4	5	East Tennessee
HAWAII	1	5	6	Memphis	1	2	3
ILLINOIS				Nashville	1	1	2
Chicago	24	45	69	TEXAS			
Illinois State	5	12	17	North Texas	2	1	3
INDIANA				South Texas	1	..	1
Indianapolis	2	8	10	Southeast Texas	..	2	2
St. Joseph Valley	1	1	2	UTAH	..	2	2
IOWA	2	5	7	VIRGINIA			
KANSAS				Lynchburg-Roanoke	1	1	2
Topeka	..	4	4	Richmond	14	7	21
Wichita	5	1	6	WASHINGTON STATE	7	7	14
KENTUCKY	5	2	7	WISCONSIN			
LOUISIANA				Dane County	1	4	5
New Orleans	6	10	16	Milwaukee	3	3	6
Louisiana	19	8	27	STATE COUNCILS			
MAINE	..	3	3	Michigan	1	1	2
MARYLAND	1	18	19	California	1	2	3
MASSACHUSETTS				New York
Boston	2	21	23	Ohio	3	3	6
Southeastern Massachusetts	Pennsylvania Division	..	1	1
Western Massachusetts	..	3	3	Tennessee Division	..	2	2
Worcester	1	4	5	MISCELLANEOUS STATES			
MICHIGAN				Idaho	4	..	4
Detroit	5	8	13	Indiana	..	3	3
Grand Rapids	Mississippi	3	2	5
Lansing	1	1	2	Missouri	1	1	2
Washtenaw County	2	..	2	Virginia	..	1	1
MINNESOTA				Vermont	..	1	1
Arrowhead	..	2	2	West Virginia	..	2	2
Twin City	8	6	14	Wisconsin	..	1	1
MISSOURI				Wyoming	..	1	1
Kansas City	1	7	8	TOTALS	265	526	791
St. Louis	13	21	34				
Central Missouri	2	..	2				
MONTANA	2	1	3				
NEBRASKA	6	5	11				
NEW JERSEY	2	10	12				
NEW YORK							
Buffalo	3	4	7				
Ft. Orange				
Hudson Valley	..	1	1				
New York City	2	46	48				
Rochester	1	9	10				
Southern Tier	1	2	3				
Syracuse	1	3	4				
Westchester County	2	7	9				
NORTH CAROLINA	6	15	21				
NORTH DAKOTA				
OHIO							
Akron	2	3	5				
Cincinnati	..	9	9				
Cleveland	21	11	32				
Columbus	1	5	6				
Dayton	..	1	1				
Toledo	5	2	7				

PROFESSIONAL SCHOOLS ATTENDED
BY 791 NEW MEMBERS ADMITTED
DURING 1940*Members of American Association of Schools of
Social Work*

Type II	<i>Junior</i>	<i>Full</i>	<i>Total</i>
Atlanta University	2	11	13
Boston College	..	13	13
Boston University	1	10	11
Bryn Mawr College	..	3	3
Buffalo, University of	3	4	7
California, University of	4	14	18
Carnegie Institute of Technology	2	1	3
Catholic University of America	1	15	16
Chicago, University of	32	93	125
Denver, University of	7	12	19
Fordham University	..	5	5
Graduate School for Jewish Social Work	..	5	5

<i>Chapters</i>	<i>Junior</i>	<i>Full</i>	<i>Total</i>
Indiana University	2	2	4
Iowa, University of
Louisville, University of
Loyola University	1	6	7
Michigan, University of	9	2	11
Minnesota, University of	12	13	25
Montreal School of Social Work
National Catholic School of Social Service	1	9	10
New York School of Social Work	11	71	82
*Nebraska, University of	6	3	9
North Carolina, University of	4	4	8
Northwestern University	13	3	16
Ohio State University	10	15	25
Oklahoma, University of	1	3	4
Pennsylvania School of Social Work	3	24	27
Pittsburgh, University of	2	10	12
Saint Louis University	3	4	7
Simmons College School of Social Work	9	22	31
Smith College School for Social Work	5	39	44
Southern California, University of	11	15	26
Toronto, University of
Tulane University	17	26	43
Washington University (St. Louis)	12	13	25
Washington, University of (Seattle)	11	7	18
Western Reserve University	22	24	46
William and Mary, College of	15	8	23
<i>Type I</i>			
*Howard University	18	.	18
*Louisiana State University
*Utah, University of	1	.	1
<i>Work Taken While Schools Were Members of the AASSW</i>			
Cincinnati, University	2	4	6
Missouri, University of	3	1	4
Puerto Rico, University of	2	1	3
Wisconsin, University of	1	1	2
<i>Other Training Courses Accepted</i>	6	1	7
<i>Section 6</i>	9	9
	265	526	791

* Admitted to AASSW during 1940.

Code of Professional Conduct

(Continued from page 5)

vote of the membership present and voting must approve the revision.

IV. Inter-Agency

1. The Case Committee shall be responsible for circularizing the chapters and informing them of decisions and supplying them with supporting data whenever an interpretation of the code is involved.
2. The Case Committee shall, through the California Council, present this code to the chapters in the State of California for discussions and consideration as a step in developing a code mutually acceptable to the body of professional social workers.

No disciplinary measures have been recommended at this time. While it is understood that such provision must of necessity follow

if a code is to be entirely effective, it is recognized also that this is a matter requiring great care and one which again calls for experience.

To the end that this beginning may develop into a sound code of conduct truly representative of the profession, one that may be helpful to social workers individually, to those they serve, and to the public generally, the San Francisco Chapter of the American Association of Social Workers invites suggestions and criticisms.

National Committees

(Continued from page 21)

Claire Thomas—Philadelphia; Margaret Mead—New York City.

SPECIAL COMMITTEE ON DELEGATE CONFERENCE

Assignment

To study the nature and purposes of the Delegate Conference in an effort to define and clarify the function and powers of the Conference, its purposes, its relationship to the Board and to other parts of the AASW, its size, a plan for determining representation and for reimbursement of delegates' travel expenses on a pro rata basis, and the time of the meeting; to report to the National Board at its next meeting in preparation for submission of a plan to the 1941 Delegate Conference; to give consideration also to the advisability of framing a by-law amendment prescribing that elections, terms of office of officers and Board members, and the time of the Delegate Conference be coordinated as effectively as possible with the Association's work year.

Members are Mary Stanton, Chairman; George Nickel—Los Angeles; Robert Beasley, Mary Cady, Laura DeVeuve, Eva Hance, Mrs. Esther Hutson, Mrs. Esther Schwartz, Edward Tejerian, Annie Clo Watson—San Francisco; Mrs. Mary Elizabeth MacLatchie—Sacramento; Harry Sapper—California East Bay; Bernice Scroggie—Washington State.

SPECIAL COMMITTEE ON LOCATION OF NATIONAL OFFICE

Assignment

To review the subject of the location of the central office and report to the National Board at its next meeting.

Members are Florence Sytz, Chairman; Elizabeth Wisner, Vice-Chairman; Ada Barker, Edith Grubb, Mary Raymond, Eva Smill—New Orleans; Mrs. Marie Reese Wilson—Louisiana.